

On the Cover

Making ends meet. The Bill Emerson Memorial Bridge in the process of spanning the Mississippi River. The bridge was later opened in December 2003.

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Missouri Department of Transportation



Henry Hungerbeeler Director



Kevin Keith Chief Engineer



Pat Goff Chief Operating Officer



A Year to Be Proud Of

Within the pages of this annual report, you will learn about a variety of MoDOT's accomplishments for state fiscal year 2003. Some of our achievements you've already seen for yourself, such as making Missouri roads as safe as possible during a record-breaking winter or opening major new routes in the north and south ends of the state. These are the high-profile efforts that make the papers and get the attention.

But many of our achievements go unseen and unsung. As appreciated as they may be, they're simply not as exciting as snowstorms and road openings. Take for instance the Missouri Honor Award we received from the University of Missouri-Columbia. It may not be headline material, but considering only nine organizations have received it since 1951, it's certainly something to tell people about. You can read more about this and other awards MoDOT received on page 26.

The department also completed a reinspection of all its major river bridges last spring. After bridges in St. Louis and Kansas City suffered structural damage from a variety of causes, I asked our field crews to inspect 36 of Missouri's major river bridges and work with bordering states to inspect another 13. Although some minor preventive repair work was needed, the structures passed the inspections without any closings. The inspections were an example of heading off an issue before it becomes a problem.

Then there's the \$4 million we saved taxpayers by rejecting high bids and rebidding projects. At a time when state dollars are tight, that accomplishment lets Missourians know we're doing our best to use their money wisely. Missouri currently ranks 44th in the nation in revenue per mile. That's not good placement by any standards, but when you consider the fact that we've got the seventh largest highway system in the nation to maintain, the problem becomes profound. Any financial good news in that climate is worth bragging about.

All in all, a look at 2003 shows a transportation department doing the best it can with the resources it has available. Fortunately, MoDOT is blessed with one abundant resource: hard working, dedicated employees. Despite funding shortfalls, employee attrition and criticism from the media, our people have come out on top. In the end, it is their effort that has made 2003 a year to be proud of, and I thank them for it.

Henry Hungerbeeler Director

Funding Coming and Going

Road & Bridge Expenditures Fiscal Year 2003

MoDOT's financial statements are made by an independent public accounting firm. The department submits a comprehensive report to Missouri legislators each year that contains financial statements, transportation plans and project information.

The following excerpts show MoDOT's fiscal year 2003 road and bridge actual revenue and expenditures. The complete financials with footnotes and independent audits opinion are available on the Internet at www.modot.org. Copies also are available at MoDOT offices in Chesterfield, Hannibal, Jefferson City, Joplin, Lee's Summit, Macon, St. Joseph, Sikeston, Springfield and Willow Springs.

All figures in thousands of dollars.

Revenue			
Federal Reimbursement		739,347	
State Revenue			
Available for MoDOT	788,814		
Funding for Other State Agencies	176,088		
Cost Reimbursement from Other			
Political Subdivisions	81,753		
Total State Revenue		1,046,655	
Series A Bond		22	
Total Revenue	1	1.786.024	

Exp	eno	16471	res

Expenditures	
Administration	
Salaries and Wages	22,856
Fringe Benefits	17,074
Expense & Equipment	7,060
Total	46,990
Construction	
Salaries and Wages	77,863
Fringe Benefits	35,012
Expense & Equipment	91,273
Program & Contractor Payments	1,010,636
Right of Way Acquisition	88,266
Total	1,303,050
Maintenance	
Salaries and Wages	116,998
Fringe Benefits	58,305
Expense & Equipment	114,336
Total	289,639
Service Operations	
Salaries and Wages	15,119
Fringe Benefits	7,114
Expense & Equipment	87,822
Total	110,055
Debt Service	43,976
Article X Refunds	130
Other State Agencies	176,088
Total Expenditures	1,969,928

State Funds Exit Before Road Repairs Begin

Motor Fuel Tax \$679.4 million More than \$431 Million Takes an Exit

Merging Funds \$1.18 Billion

MoDOT's share is 63% of total funds.

Motor Vehicle Licenses/Fees \$285.9 million

> Cities \$145.9 million

State Agencies/ Hancock Refunds \$176.6 million

Counties

\$109.3 million

Motor Vehicle Sales/Use Taxes \$215.1 million

The Missouri Department of Transportation receives funding from a variety of sources. Missourians support their transportation system through motor-fuel taxes, vehicle license fees and motor-vehicle sales/use taxes. What many people don't know is that MoDOT receives only a portion of these funds.

As directed by the General Assembly, a large chunk of this revenue takes an exit to cities, counties and other state agencies. Refunds from the Hancock Amendment also chip away at the sum. By the time MoDOT receives its share, nearly 40 percent of the funds are gone.

In fiscal year 2003, revenues going to other state agencies totaled more that \$176 million. City governments received nearly \$146 million, and counties shared in another \$109 million.

The bottom line: MoDOT received around \$748 million in taxes and fees to meet all its highway responsibilities. If we halted all new construction immediately, current funding would enable MoDOT to accomplish little more than maintaining what we have.

Where Your Money Goes

MoDOT makes every effort to be a wise steward of taxpayer money. This shows the department's expenditures after funds for cities, counties and other agencies are taken out.

Construction

Boosted by a temporary influx of bond-finance money that must be repaid with interest, MoDOT spent about \$1.3 billion on construction in FY 2003. This includes taking care of existing highways, building new bridges, adding lanes or finishing projects we already started. By FY 2008, we expect 54.2 percent of construction funding to be spent on taking care of the system.

\$1.303 Billion **73**%

Maintenance

MoDOT's second largest expense is maintenance. That includes road resurfacing, shoulder repair, right of way upkeep and pothole repair.

\$289 Million 16%

Services Operations

It takes more than bulldozers to build highways. Support personnel include legal, vehicle-fleet management, governmental relations, computer technicians and more. They all play a vital role in MoDOT's operation.

\$110 Million 6%

Administration

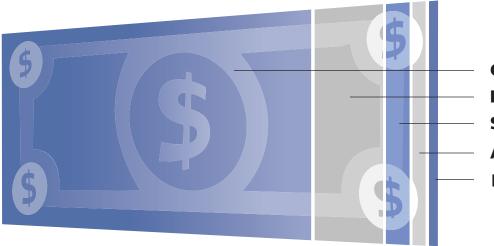
MoDOT spends \$47 million, or less than 3 percent of its disbursements, on administrative functions. According to the Federal Highway Administration, that makes MoDOT the fifth lowest of the 50 states in administrative costs.

\$47 Million 3%

Debt Service

MoDOT must channel a portion of its funding to paying off financing debt.

\$43 Million **2**%



Construction
Maintenance
Service Operations
Administration
Debt Service

"Generally speaking, we are seeing a very competitive market among contractors bidding on our work. Due to the impending dip in our program, bids are coming in below our budgeted amount."

Diane Heckemeyer State Design Engineer



Project Delivery

Delivering improvements to Missouri's transportation system on time and on budget is one of MoDOT's highest priorities. The department made sure Missouri citizens and others who use the state system of roads and bridges receive the best value for their investment.

During fiscal year 2003, MoDOT succeeded in that mission and put procedures into motion to pave the way for even more improvement in the future.

With exceptional performance comes recognition.
MoDOT's ability to correctly estimate the cost of highway construction projects garnered recognition by the Federal Highway
Administration in Fall 2002 as the best in the nation.
The department's efforts in this area saved taxpayers more than \$4 million. The award highlighted MoDOT's

success – the difference between estimated project costs and the actual low bids was .09 percent.

The engineers' estimates evaluated by the FHWA come just before a job is bid out and a contract is awarded. MoDOT engineers estimate all job aspects including materials needed, construction techniques required, special site considerations and experience gained from similar projects.

Those estimates give Mo-DOT a benchmark for what can be expected when bids are opened. If contractor estimates appear to be excessive, the Missouri Highways and Transportation Commission rejects the bid. MoDOT staff then looks for ways to reduce a project's cost. During 2001, MoDOT saved more than \$4 million by rejecting excessive bids and rebidding projects.

"This is an independent check to make sure we get good prices for highway construction work," MoDOT Director Henry Hungerbeeler says. "I'm pleased our staff efforts have been recognized by FHWA. Estimating project costs is tricky, and this award shows just how well we're doing to ensure Missourians get a good return on their highway investment."

A key technique to Mo-DOT's estimating success is use of cost-based estimating. "MoDOT is one of the few states that tries to formulate actual costs of construction elements such as equipment rental, labor rates and production costs," Hungerbeeler says. "We try to bid a job just like a contractor would, and cost-based estimating allows us to stay at market value."

Project Delivery

Contractors Deserve Their Share of the Credit

Contractors helped MoDOT by keeping their bids low.
Here's some bids that deserve recognition. Low bid amount in parentheses.

February

Route 36 in Marion County part of the overall Route 36 Corridor improvements Six bidders with the low bid (\$10.7 m) more than 18 percent under budget amount

June

I-435, I-470, Route 71 in Jackson County, another phase of the Grandview improvements, 4 bidders low (\$50 m) more than 15 percent under budget

June

Route 61/67 in St. Louis/Jefferson Counties, new roadway and bridge over the Meramac River, 8 bidders low (\$11.9 m) more than 11 percent below budget

May

Route 65 in Saline County, roadway and superstructure for new Waverly Bridge over the Missouri River, 5 bidders low (\$17.5 m) more than 18 percent below budget

The award is given annually to the state department of transportation whose estimates are closest to the actual low bid on highway construction projects costing \$500,000 or more on National Highway System routes. This award covered calendar 2001.

The engineer's estimate is the third and final time staff hones their expectations for the cost of a project. Initial project estimates occur early for internal planning and resource purposes as improvement needs are identified. They are usually developed in one of two ways: by referencing a previously constructed project of similar type and condition or by consulting generic cost-per-mile factors that are included in MoDOT's *Project Development Manual*.

The second estimate comes as projects are programmed on the Statewide Transportation Improvement Program, MoDOT's 5-year project schedule. Essentially, approval of the STIP sets MoDOT's construction budget. During FY 2003, MoDOT developed a new project-scoping process that stands to significantly improve its ability to accurately forecast project costs and delivery schedules. Scoping begins with the delivery of a need to a project manager and "continues until the elements and limits of a project become so well-defined that accurate costs and project delivery schedules can be forecast," according to the Project Scoping Team that developed the new process.

MoDOT also showed significant savings in its construction costs in FY 2003 when measured against the budget, or STIP commitment, saving nearly \$40 million on highway construction contracts.

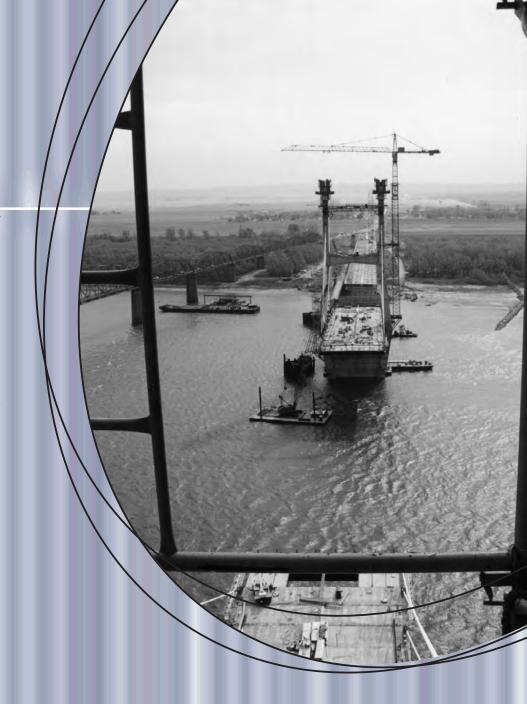
"Careful attention to every detail during the project- development and estimating process allowed these projects to come in more than 5 percent under budget," says Dave Nichols, MoDOT director of project development. "We worked very hard to anticipate every possible cost and hold down additional expenses. And when bids came in too high we rebid them until the price was right. Contractors deserve credit for submitting very competitive bids."

The money saved was added to the FY 2004 construction program. "This money will allow us to get more work started than we had originally planned. With so many needed projects, we're excited that we'll be able to bring additional improvements to Missouri travelers," Nichols says.

The success in bid estimating and programming continues a recent trend for MoDOT.

Hungerbeeler: "Over the past four years we've completed more than \$2 billion worth of projects, and the actual cost for those projects was only one-third of 1 percent off of our estimates. Estimates this accurate allow us to budget funds wisely and make sure we get the maximum number of projects built.

"When my counterparts around the country hear how close we've been estimating our construction costs, they marvel at our accomplishment," he adds. "They want to know how we do it. Our staff has done a phenomenal job of managing our construction program."





Construction Project Highlights

Kansas City Area

Triangle – Opened new ramp connecting northbound Route 71 to eastbound Interstate 470 and completed second phase of construction

Missouri River Bridge at Lexington – Construction continues; bridge scheduled to open in late 2004 or early 2005

Route 71 – Reconstruction project near Harrisonville completed

Route 152 – New bridges and interchanges completed east of I-29 and at Green Hills Road in Platte County

I-70 – Bridge rehabilitation between Kansas state line and downtown continues on schedule

I-435/Route 350 Interchange – Bridge replacements and lane additions continue

Route 58 – Construction of new bridges over railroad tracks near Belton continues

I-435 – Two ramps rebuilt at I-435/I-70 interchange

Route 350 – Resurfacing between Noland Road and I-435, and new bridges over 63rd Street completed





St. Louis Area

Route 141 – Widened Route 141 to three lanes between Big Bend and Vance Road, and opened a new single-point interchange at Big Bend

Route 21 – Completed work to relocate a 2.2-mile stretch of Route 21 from Schenk Road to Lake Lorraine in Jefferson County

Route 21 – Began construction on four-lane divided highway for New Route 21 from Route A to Route B, and also constructed the new west outer road from Hayden Road to Route A in Jefferson County

Route 40 – Widen in each direction from Route 94 to west of Route K and construct a new interchange at Route K

Interstate 70 – Widen I-70 between Lake St. Louis Boulevard and Route 40, and construct a new interchange at Lake St. Louis Boulevard I-255 – Repair the existing pavement and overlay the roadway with new concrete pavement between the Jefferson Barracks bridge and Von Talge Road

I-55 – Completed new interchanges at Route 141 and Imperial Main, widen lanes between routes 141 and M, and resurface and repair bridges between Route M and Route 61

Page Avenue – Construction continues on new bridges at the Missouri River and Creve Coeur Lake, paving for the new roadway and construction of a new interchange at Jungs Station

Route 100 – Repair pavement, resurface, widen to add left-turn lanes and install traffic signals from Route A to Washington Crossing in the city of Washington

South

Route 71 – Grading, bridge work and paving from south of Pineville to the Arkansas state line in McDonald County

Interstate 44 – Resurfacing 8.3 miles and rehabilitating 12 bridges in Jasper County

Business Route 71 – Reconstructing the intersection of Range Line Road and Route FF (32nd Street) in Joplin

Route 60 – Widening from Route 97 to Route 37 to facilitate economic development in Monett

Route 249 – Paving from Zora Street to Route 66 in Jasper County

Route 571 – Constructing a roundabout at the intersection with Airport Drive in Carthage

Route J – Reconstructing the bridge over the Kansas City Southern Railroad in Bates County

Route 59 – Reconstructing a segment of the route that slid into the Elk River in McDonald County

Route 465 (Ozark Mountain Highroad)

– New four-lane, scenic parkway connecting Route 65 and Route 76 near

Branson completed and opened to traffic

Route 13 – New interchange completed at Business Route 13/Route 83 at Route 13 and short section of new four-lane highway opened to traffic in Bolivar

I-44 – Interstate repaired and resurfaced at Lebanon, including resurfacing Route
5 (Jefferson Avenue) and a portion of Business Loop 44 (Elm Street)



Route HH – Replaced Evening Shade Branch bridge east of Hartville

Route 60 – Construction of directional interchange at the junction of routes 60 and 63 in Willow Springs

I-44 – Relocating westbound lanes and constructing bridges over the railroad and Little Piney River at Arlington in Phelps County

Route 72 – Relocation and upgrade of the existing two-lane facility from Route F to Elk Prairie in Phelps County

Route H – Roadway and bridge widening for five lanes into Fort Leonard Wood West Gate near Waynesville in Pulaski County

Route 19 – Construction of new bridge over Jacks Fork River in Eminence

Route 32 – Construction of new bridges over Roubidoux Creek and Doolittle Creek near Plato in Texas County **Route 74** – Grading, paving, signals, and lighting from Sprigg Street to the Bill Emerson Memorial Bridge in Cape Girardeau County

Interstate 55 – Concrete replacement of the southbound lanes of the Route I-55/I-155 interchange to north of the Arkansas state line in Pemiscot County

Route N – Replace bridges over Drainage Ditches No. 27 (Swan Pond), 28 (Cache River) and 30 (Fish Trap Slough) in Butler County

Route CC – Replace bridge over Drainage Ditch No. 31 in Butler County

I-55 – Pavement repair in Cape Girardeau County

Route 67 – Replace bridge decks over Big River in St. Francois County

North

Route 136 – Replaced bridge at New Hampton in Harrison County

Route 136 – Replaced bridge 1/2 mile south of Mount Moriah in Harrison County

Route 136 – Replaced bridge and added new pavement near Albany in Gentry County

Route 71 – Added dual lanes from Maryville to Route A in Nodaway County

Route 65 – Bridge replacement over the Missouri River at Waverly continues

Route 6 – Bridge replacement over the Union Pacific railroad in Trenton

Route 36 – Four laning from Route C to west of Route 65

Route 36 – Four laning, grading, paving and new bridges from east of New Cambria to Route 3 S.

Route 36 – Four laning, grading, paving and new bridges from Route 3 S. to west of Bevier

Route 63 – New bridge over Burlington Northern Sante Fe Railroad at La Plata

Central

Route 179 – Work began on the Route 179 extension through Cole County

Route 50/63 – Replaced Osage River bridge at Cole/Osage County line



Route 54 – Widening Route 54 to four lanes from Route W to S. Business Route 54

Route 5 – Realign a 2.6-mile section of Route 5 at the Niangua Arm of the Lake of the Ozarks

Interstate 70 – All guardrail ends in Boone, Cooper and Callaway counties being brought up to current standards

I-70 – Resurfaced the westbound lanes from Route 54 in Kingdom City to the Boone County line



Accomplishment

MoDOT logged several significant accomplishments in fiscal year 2003. From tackling a record-breaking winter to implementing an award-winning work-zone awareness campaign, the department closed the year with a number of accomplishments.

All Major Bridges Reinspected

MoDOT reinspected all statemaintained bridges over the Missouri and Mississippi rivers to look for any possible damage due to dramatic weather fluctuations during winter weather earlier in the year; no significant problems were found. The inspections didn't close any bridges, but the inspections did result in a few precautionary repairs, which have been completed or are underway. Damage found on bridges in St. Louis and Kansas City areas prompted the additional inspections.

There are 55 Mississippi and Missouri river crossings in Missouri – the most major river bridges of any state in the nation. MoDOT inspected 36 bridges it maintains and worked with neighboring states on 13 bridges they maintain. The remaining bridges are either under construction or closed. The MoDOT inspections were conducted in March, April and May of 2003. To complete all the major bridge inspections in three months, three teams of bridge inspection engineers were committed full-time to

the effort.

The department maintains about 10,000 bridges in Missouri. MoDOT conducts about 8,500 bridge inspections a year to evaluate the condition of

these bridges, and then takes the necessary steps to repair them when needed. Underwater bridge inspections are conducted in the warmer spring and summer months, with the rest of the bridge inspections completed during the fall and winter.

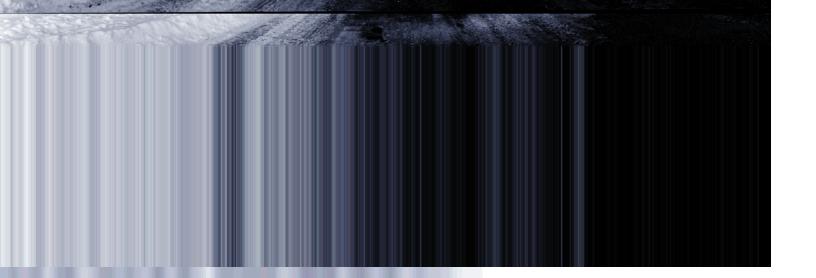
All Missouri bridges are inspected at least every other year – a national standard set by the Federal Highway Administration. However, the department routinely inspects its bridges more often than federally required; many of them are inspected at least once a year.

Adopt-A-Highway Program Turns 15

MoDOT's Adopt-A-Highway program celebrated its 15-year anniversary in the fall of 2002. The program was launched in August 1987, and the first adoption took place Nov. 1 of that year.

Fifteen years later, more than 3,500 adoptive groups take care of 5,166 miles of Missouri roadsides. Over the years, more than 8,000 volunteers have picked up thousands of bags





A Year of Accomplishment

of litter, mowed hundreds of roadside miles, and planted millions of flowers, trees and shrubs. These activities make a significant impact on the appearance of Missouri roadsides and although MoDOT spends \$6 million a year picking up litter, adopters' work is worth more than \$1.5 million a year.

The Adopt-A-Highway Program is a public/private partnership committed to cleaning and beautifying these roadsides. The program helps provide antilitter education and improve roadside appearance. Volunteers help recover recyclable items and reduce mowing hazards.

39-Year-Old Missouri Road Wins National Award

The 5-mile long, 39-year-old pavement of westbound Interstate 44 in Jasper and Lawrence counties received the 2002 Perpetual Pavement Award from the Asphalt Pavement Alliance.

To qualify for this award, a pavement must have resurfacing levels of no less than 12 years on average, no structural failures, minimum maintenance needed throughout service life, and demonstrate long-life characteristics, excellence in design, quality in construction and value to the traveling public. It must also be at least 35 years old.

Traffic volume, climate, soil conditions, original construction and original pavement designs were evaluated, along with other data, to ensure the criteria were met. This section of I-44, incorporated into the original historic Route 66, carries almost 25,000 vehicles daily, with more than 23 percent of that traffic being commercial trucks traveling at 70 mph speeds.

Employees Shine During Record Winter

MoDOT employees had their work cut out for them recovering from the year's record-setting winter weather. Although winter traditionally is a busy time for the department, the phrase "Let It Snow" took on an entirely new meaning for MoDOT during the year.

MoDOT spent approximately \$40 million last year on labor, materials and equipment for snow and ice removal, which is above the \$30 million average – approximately a 30 percent increase. The department purchased more than 300,000 tons of salt last year, which is well over the annual statewide average salt usage of 210,000 tons.

Dealing with one of the biggest winter seasons in history, crews used much more than the usual amount of salt. In fact, the highest salt usage in the past few years in one winter was 275,000 tons in the 2000-2001 season, and crews used well above that.

The Difference is YOU. Drive Smart

That's what MoDOT asked Missourians to do this year in work zones during Work Zone Awareness Week April 7-11, and the weeks following. The department launched a new work-zone awareness campaign this year, entitled "The Difference is YOU. Drive Smart."

MoDOT had more than 600 active construction projects throughout Missouri in the fiscal year, and hundreds, if not thousands, more maintenance projects.

On average, more than 40,000 people per year are injured in work-zone crashes. In Missouri, between 1997 and 2001, 79 people were killed and 4,265 injured as

a result of work-zone crashes. In 2001, 25 motorists died and 1,057 were injured in Missouri work-zone incidents. Of the injured, 51 were MoDOT workers. By the end of the fiscal year MoDOT had lost 67 highway workers statewide to work-zone-related accidents since 1945.

For 2003, the campaign consisted of new work-zone signs, television and radio public service announcement's statewide, new work-zone safety information on the MoDOT web site, billboards near major projects in Missouri and public-awareness events to kick off the campaign and the new construction season.

The work-zone campaign received a communications award from the American Association of State Highway Transportation Officials' Public Affairs Subcommittee for excellence in communication.

No MOre Trash! Campaign Completes Successful Year

Missouri spends millions of dollars cleaning up trash every year. To increase public awareness of the littering problem in Missouri, Gov. Bob Holden proclaimed May 1, 2003, as the first No MOre Trash! Day in Missouri.

A TV public service announcement, litter road signs and kickoff events were held statewide. The Missouri departments of Conservation and Transportation launched the No MOre Trash! campaign in April 2002 with the ultimate goal of making Missouri a litter-free state.





A Year of **Accomplishment**

signs May 1 to remind motorists of the penalties for littering. The new green, black and white sign includes information about the \$1,000 maximum fine and/or a year in jail penalty for the crime of littering, as well as the No MOre Trash! logo and web site address – www.nomoretrash.org. Signs were placed at rest areas and at high-litter locations.

More Missouri Roads Got Stripes

Customers spoke and MoDOT listened. To improve safety on the 32,000-mile state system, 12,000 more roads received stripes – all paved roads received center stripes, and all roads carrying more than 1,000 vehicles per day also had edge stripes added.

Federal guidelines do not require striping on lower-volume routes. So, the department previously painted center stripes only on roads carrying more than 225 vehicles a day, and edge stripes on roads carrying more than 1,700 a day, which still exceeded federal striping guidelines. Lowering the traffic volumes means adding 5,400 more miles of center stripes and 7,300 more miles of edge stripes throughout the state.

The department has 23 paint-striping machines that paint more than 87,000 line miles of stripes per year. Including the additional striping, MoDOT spent approximately \$15 million on striping.

MoDOT Prepares for Emergencies

The Mobile Emergency Response Operations Center was successfully deployed for its first multi-agency drill in April.

The MEROC is a self-contained mobile unit, designed for MoDOT inci-

dent-command personnel. It is housed on an enclosed trailer and includes workstations, communications equipment, a 60-foot telescoping tower, a generator, a kitchen and restroom facilities. It can also function as a temporary radio tower. More operational tests will soon follow.

It can be mobilized quickly from its Jefferson City base to any part of the state to aid in local response efforts. The MEROC has the unique capability of being the only mobile communications center that is truly interoperable. The MEROC can communicate on most spectrums of the Public Safety bands as well as military and civilian frequencies, while having the ability to interconnect these systems seamlessly to the operators in the field.

New Exit Signs Make Travel Easier

Safety and savings were the benefits of new exit signs produced and installed by MoDOT in the spring of 2003. The new signs save money and are easier to see and read for all drivers, particularly older drivers. The new version incorporates the exit number plaque and exit sign into one. These new signs are preferred by the Manual on Uniform Traffic Control Devices and reduced the amount of square footage needed for the sign,

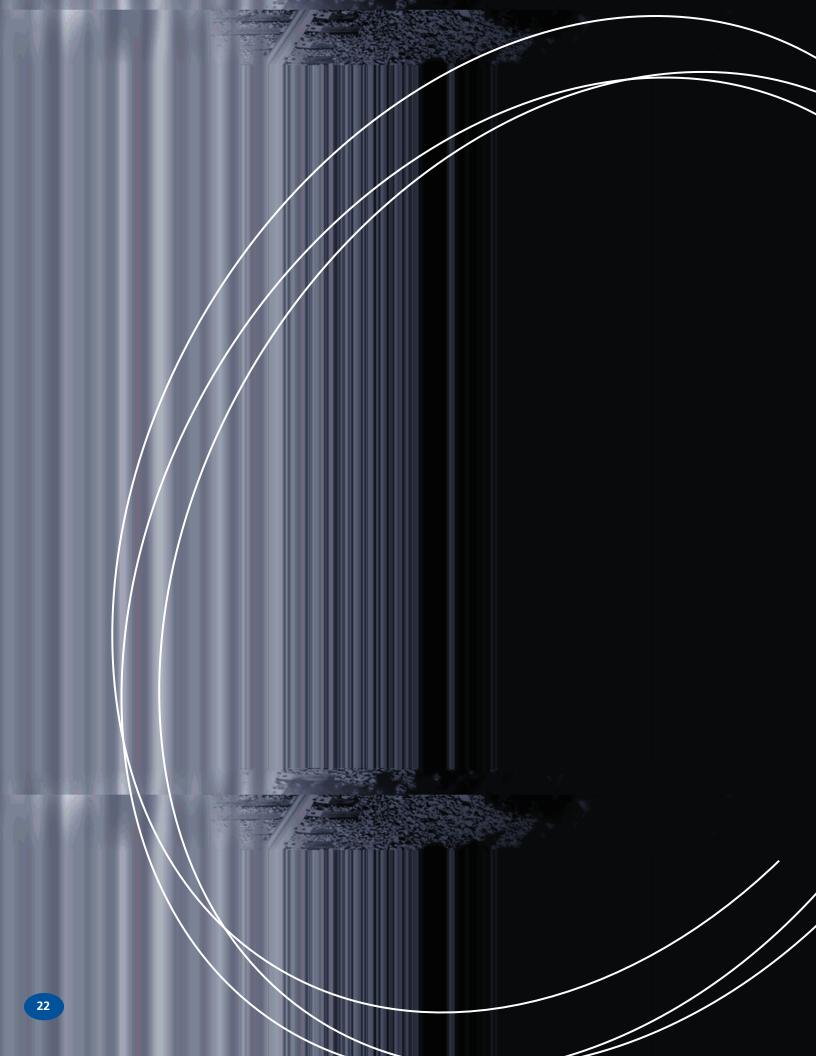
so its production costs are less, and the existing signpost may be used, saving more money.

New Guidelines Mean Safer Travel

Improving roadway safety, operations and the environment are all benefits of new access-management guidelines that were approved this year for use on many of Missouri's busiest highways. The new guidelines, developed after years of study, will help provide safe access to roadways by properly spacing driveways, medians, median openings, traffic signals and freeway interchanges.

The access-management process organizes driveways and intersections on a roadway to reduce crashes and delays. A road may have many access points, including entries to businesses, farms and residences. Each one creates spots where vehicles could collide. According to national studies, more than two-thirds of roadway crashes result from access-related problems.

Some goals of the new guidelines include improvements to safety, traffic operations, air quality, lifespan of the road and attractiveness of the roadside.



Total Transportation

in Missouri

Millions of Missourians enjoy mobility through a variety of transportation modes. In addition to the more than 32,000 miles of state highways that crisscross Missouri, waterways, railways, public transportation, bicycle/pedestrian, trains and aviation complete the state's transportation picture. MoDOT works with communities to determine and evaluate all transportation options and to help make improvements.

By Wing

MoDOT administers both federal and state aviation funds to eligible airports in Missouri. The Federal Aviation Administration oversees funding to larger passenger-service airports. Funds can be used for planning, purchasing, construction, maintenance and improvement of aviation facilities. Missouri is one of 10 states administering federal funds under the Block Grant Program.

In fiscal year 2003, a total of \$24.7 million in federal funds and \$3.1 million in state funds were invested in Missouri's aviation system.

MoDOT's Aviation Unit initiated a State Airport System
Plan Update. The purpose of
the update is to determine the
extent, type, nature, location
and timing of airport development needs. This study will
guide decisions on infrastructure and maintenance improvements at 111 general-aviation
airports throughout the state.

The department joined with several state aviation organizations to celebrate the centennial anniversary of the first powered flight by Orville and Wilbur Wright in 1903. In the spring, Centennial of Flight banners were distributed to all publicuse airports. In late summer, the Missouri aviation community held a Centennial of Flight Celebration at the Jefferson City Memorial Airport recognizing the state's aviation contributions during the first 100 years of powered flight.

By Rail

Missouri is located in the central corridor of the nation's railroad transportation system, with the second and third largest rail hubs in the nation, behind only Chicago. Approximately 50 percent of the nation's freight products are moved by the rail system. The rail system also is critical to the nation's passenger rail transportation and Missouri's service between St. Louis and Kansas City.

Passenger Rail

Two round trips per day are currently provided between St. Louis and Kansas City, with stops in Kirkwood, Washington, Hermann, Jefferson City, Sedalia, Warrensburg, Lee's Summit and Independence. In FY 2003, service was provided to more than 67,245 passengers. There is no dedicated



Total Transportation

in Missouri

funding source for passenger rail, so this service is subject to legislative general-revenue appropriation each year.

Highway / Rail Crossing Safety

There are approximately 3,900 public highway/rail crossings in Missouri. These crossings are evaluated and ranked according to train traffic, train speed, vehicle traffic, vehicle speed and sight distance in order to receive safety-improvement funds. On average, it costs \$200,000 for highway/rail safety improvements, meaning only the top 25 to 30 projects can be addressed annually.

Railroad Safety

MoDOT works to assure a safe rail transportation industry in Missouri. The state participates in a joint compliance program with the Federal Railroad Administration to focus on public safety through reducing train incidents. Industry property

and equipment such as track, signals, bridges and engines are routinely inspected to assure safety compliance. MoDOT is responsible for inspecting more than 7,500 miles of track and 4,100 crossings.

Public Transit

Through the use of state and federal funds, MoDOT helps make it possible for communities to offer low-cost alternative transportation. Public transit services for many Missourians provide the only mobility link to employment, education, food and medical services. MoDOT also provides technical assistance for public-transit programs, which includes urban and rural public buses, public transportation for the elderly and disabled, and safety oversight for commuter light rail in the St. Louis area.

In FY 2003, MoDOT helped more than 80 transit providers buy 172 vehicles, such as buses, modified vans, minivans and station wagons. The services also included factory inspection and assistance with legal requirements.

MoDOT provided grant administration services on a congressionally dedicated project for OATS to allow the 87 county rural-transit providers to construct a vehicle-maintenance and administrative facility in Columbia. The project is scheduled for completion in 2004.

Reduced state general-revenue funding for transit operating assistance combined with reduced local, dedicated transit sales-tax revenues have led to service cuts and fare increases, especially in Missouri's largest transit systems. MoDOT's options to respond to this depressed transit funding with state moneys is limited to the general-revenue funds appropriated by the state legislature.





By Rudder

Two of the nation's largest inland waterways, the Mississippi and Missouri rivers, flow through Missouri, providing the state with numerous opportunities for waterborne commerce. Approximately 3.8 million tons of material passes through Missouri's public port authorities. MoDOT partners with other states and state agencies to maintain the viability of the Missouri River.

The waterways program includes administrative grants and capital improvements for Missouri's public port authorities. There is no dedicated funding for the port program, and it is subject to legislative general-revenue appropriation each year.

The capital-improvement grants assist ports with capital expenditures such as dock construction, road improvements or site development. A prioritized 5-year capital-investments program was developed to allow the public port authorities to become economically viable to Missouri's economy, but no capital funding was available.

In FY 2003, MoDOT provided minimal administrative funding to maintain existing port authorities and provided operational assistance for two ferryboat operations.

Wheels and Heels

MoDOT encourages and coordinates efforts to improve conditions for walking and bicycling. The department reviews and recommends bicycle and pedestrian friendly standards for transportation projects. These standards include MoDOT policy to remove the transportation barriers to safe access for these two modes of travel.

In FY 2003, statewide highlights of MoDOT's bike/pedestrian accomplishments include a bicycle safety booklet, which was distributed free of charge. Policies regarding pedestrian accommodations, grates, rumble strips and sharing the road began development to better accommodate bicyclists and promote consistency. And a rural bicycle compatibility index to help rate rural roadways, a preliminary step in designing a state bicycle map, got off the ground.

MoDOT districts also had dozens of accomplishments that helped bicyclists and pedestrians. Several new bike trails were begun and new sidewalks were constructed at various locations across the state.



Accolades and Awards

The Missouri Department of Transportation was recognized for its achievements in many different fields in 2003. Here's a guick look at some of these awards and honors.

UMC Top Engineering Award

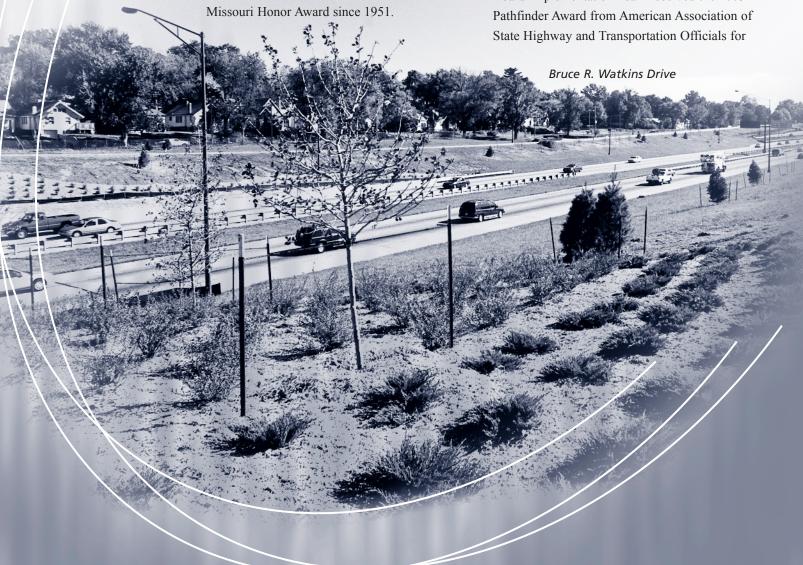
MoDOT was recognized by the University of Missouri-Columbia for its promotion of engineering education and professional development; its ongoing pursuit of a safe and efficient transportation system for the people of Missouri; and for its contributions to the economic development of the state. Only nine organizations have won the

Globe Award

Bruce R. Watkins Drive in Kansas City won the Globe Award, sponsored by the American Road & Transportation Builders Association-Transportation Development Foundation, for outstanding achievement in protecting or enhancing the natural environment in planning, design and construction of transportation-infrastructure projects.

AASHTO Pathfinder Award

The MoDOT Governmental Accounting Standards Board Implementation Team received the 2003





its work on evaluating the value of state-owned roads, bridges and rights of way, and for implementing other required changes in department financial reports. MoDOT is a state agency leader in implementing GASBI-34 standards.

AASHTO Trailblazer Award

The Social Economic Indicator Resource Team received an AASHTO 2003 Trailblazer award for its work providing information to transportation-planning groups about the impacts of transportation projects on area residents and their local economies.

Two for Right of Way

MoDOT's work with scenic byways and its efforts to chronicle the proliferation of outdoor advertising have won the right-of-way program a pair of awards from the Federal Highway Administration. The department also received honorable mention in FHWA's Excellence in Right of Way competition, which recognizes innovations that enhance the right-of-way professional's ability.

Best General Airport Project

The North Central Missouri
Regional Airport in Linn County
has been selected the best reliever
and general-aviation airport project
by the Missouri/Kansas Chapter of
the American Concrete Pavement
Association. This airport is a new
facility built to replace outdated
airports in nearby towns.

Best Interstate/Divided Highway Project

Route 63 between Moberly and the Boone County line was selected as Missouri's best Interstate/Four-Lane Divided Highway project by the Missouri/Kansas Chapter of the American Concrete Pavement Association.

Two Awards for Communication

MoDOT received two communications awards from the AASHTO Public Affairs Subcommittee for Excellence in communication during fiscal year 2003. MoDOT was one of two top winners for both its new Work-Zone Safety Campaign and for the "No MOre Trash!" public-service announcement.

Gold Excel Award

Motor Carrier Services received the Gold Excel first place award from the Society of National Association Publications in the "Newsletters, Most Improved" category for its News On Wheels quarterly publication. The publication is distributed to commercial carriers and keeps them informed about changes in government regulations.

Shutterbugs Receive National Recognition

MoDOT took first place in two categories in the Federal Highway Administration Annual Photo Opportunity contest. The contest recognizes organizations for their use of quality photos to increase awareness of roadside issues. This is the fourth consecutive year Missouri has placed first in at least one category.

FHWA Photo Opportunity 1st Place



State Legislature Focused on Accountability

Accountability at the Missouri Department of Transportation took center stage for a time during the 2003 legislative session as state lawmakers approved legislation they believe will make the department more accountable. Several years of debate about MoDOT's accountability culminated in a new law that creates the Office of Transportation Inspector General and makes several changes to the Missouri Highways and Transportation Commission.

The new law gives an external inspector general the authority to perform investigations, reviews, audits and other studies of MoDOT as well as and receive and investigate complaints.

The inspector general will report to and serve as executive director of the Joint Committee

on Legislative Oversight, a group of state representatives, senators and other officials who review

MoDOT's annual accountability report, which includes statewide transportation improvement plans and financial reports.

The new law also requires the oversight committee to meet two additional times per year to discuss transportation issues.

The legislation reorganizes the structure of the MHTC by staggering the terms of commissioners so that no more than two commission terms expire each year. Ultimately, appointments to the commission by the governor will be made by March 1 in odd-numbered years.

The law also changes the way the commission chairman and vice chairman are chosen. The

> two members entering their final two years on the commission will serve in those positions. One member will serve as the chair and the other will serve as vicechair. The following year the positions will be reversed. Previously,

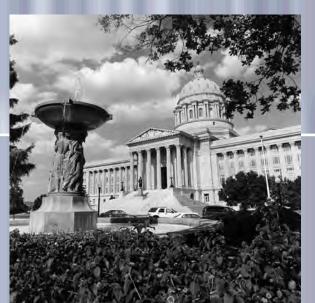
the commission elected the chair and vice chair.

Another provision in the new law prohibits commissioners from participating in certain political activities.

Commissioners appointed or reappointed after March 2004 cannot host or manage a political fundraiser or solicit funds for any candidate who is seeking a statewide or nationally elected office. They also cannot serve on the board or as the chairman of any political action committee or political party committee.

In addition, the legislation requires the director of MoDOT to present a state of transportation address to a joint session of the General Assembly by Feb. 15 each year.

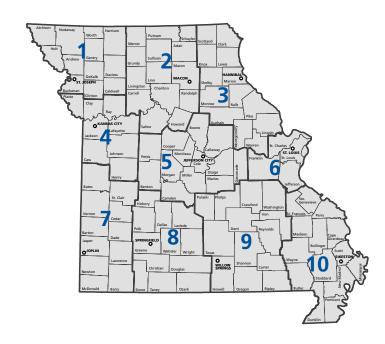
The accountability legislation, in addition to MoDOT's regular audits, reviews, reports and other forms of oversight, make MoDOT the most accountable agency in state government.



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